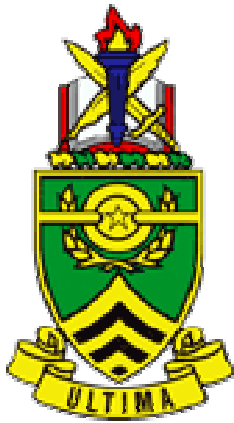


# Ethical Decision Making Processes

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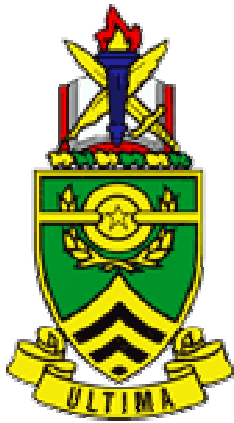
P.S. There's More to Doing the Right Thing than Doing the Right Thing!



# Purpose

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- **To study the Army Ethical Decision Making Process.**
- **To relate ethical categories to leadership challenges.**
- **To introduce the Land Navigation Model of Ethical Process.**
- **To provide you some tools to build the ethical climate of your unit.**

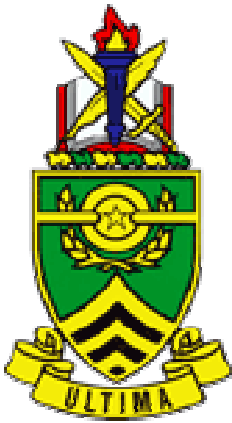


# End State

---

Each Student will be able to

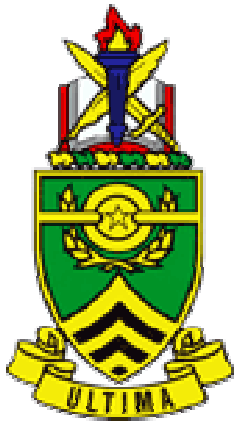
- Define Ethics.
- List the 4 steps in the Army Ethical Decision Making Process.
- Describe 4 Ethical Systems
- Relate the Land Navigation Model of Ethical Decision Making to the four ethical systems.
- Use the Land Navigation Model and the Decision Making Process to define and resolve an ethical problem.
- Describe how effective ethical decisions increase their unit effectiveness.



# Outline

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- **Introduction and Definitions**
- **The Army Ethical Decision Making Process**
- **The 4 Ethical Processes**
  - **Character Ethics (Grip It and Rip It!)**
  - **Deontology**
  - **Teleology**
  - **Contextual**
- **The Land Navigation Model of Ethical Process**
- **Practical Exercise**
- **Summary**
- **Questions**



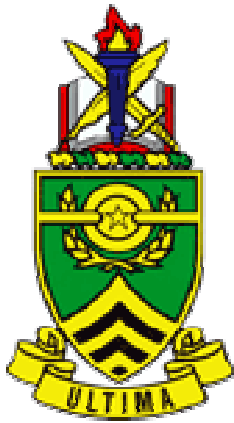
# References

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Article 90, UCMJ, 1984

FM 22-100, 30 Aug 1999, Army  
Leadership, CH 2 &4, App. D

DOD 5500.7-R, 30 Aug 93 Joint  
Ethics Regulation

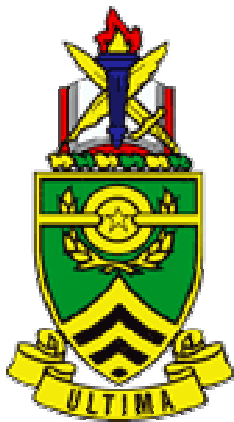


# Definitions

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Ethics is the process used to analyze a problem and make a decision.

Morality is a value judgment upon the decision and the process used to reach it.



# Bottom Line

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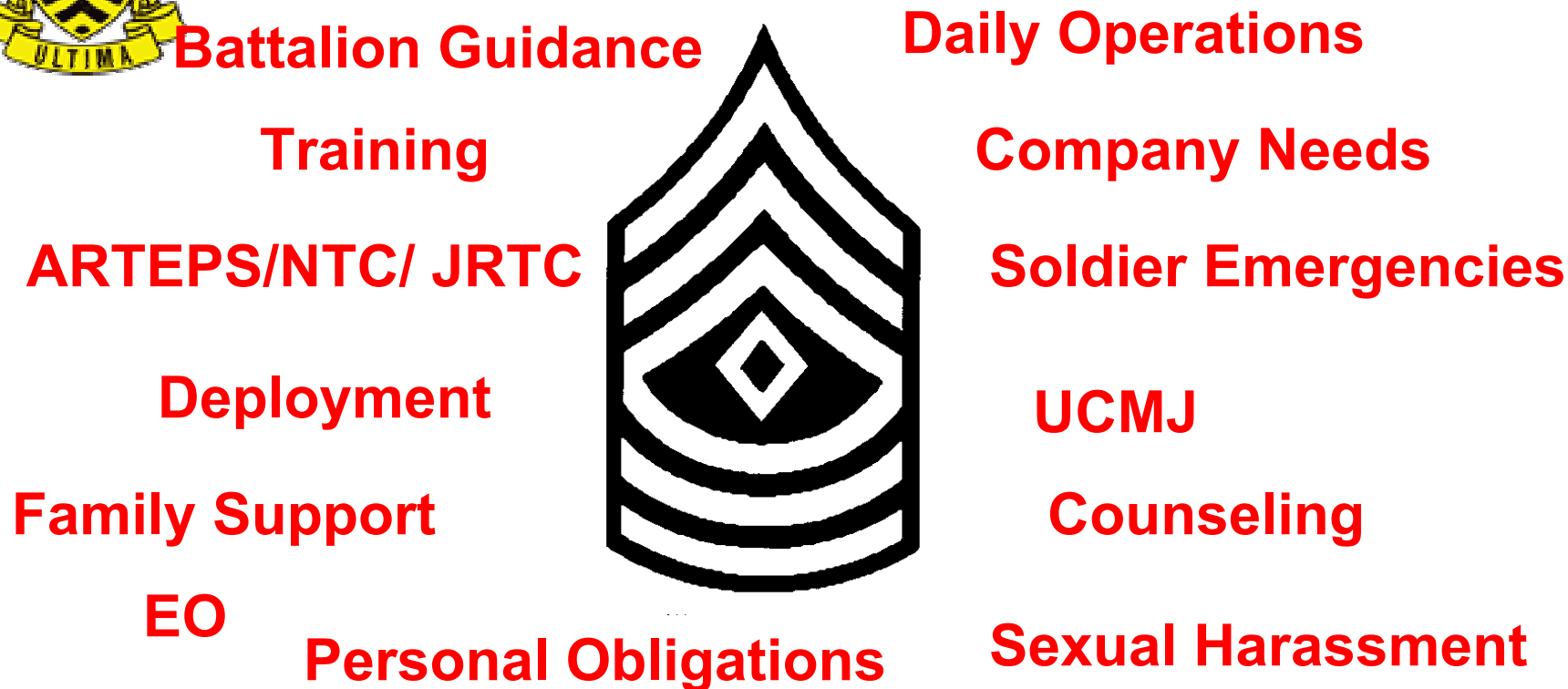
The Army is a value – based organization.

As leaders we are expected to set a command climate consistent with these values, and hold ourselves accountable to these standards.

**DO THE RIGHT THING**

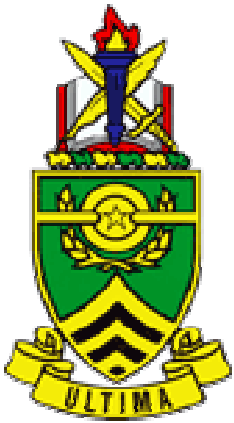


# 1SG Dilemma



## What is the Right Thing?

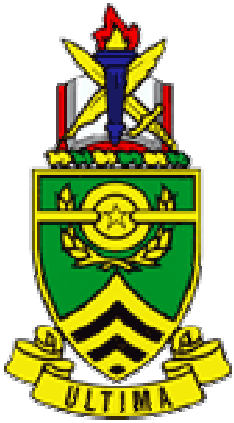




# Army Ethical Decision Process (AEDP)

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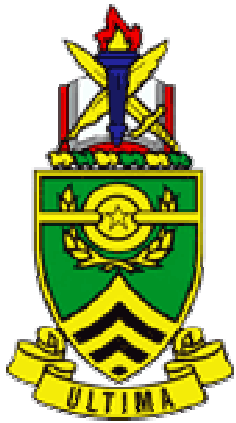
- Define the Problem
- Know the Rules
- Develop and evaluate courses of action
- Choose the best course of action
- Act



# WARNING!

---

**The AEDP is a**  
**Decision Matrix.**  
**It is NOT an ethical**  
**system!**



# Values

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Families

Personal Experience

Education

How we think

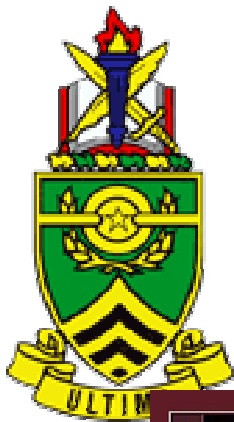


Culture

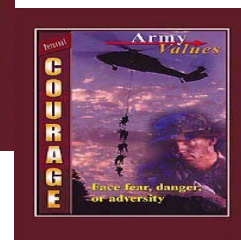
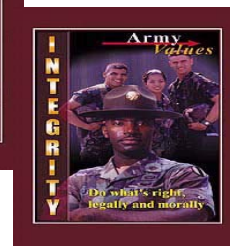
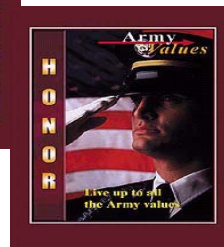
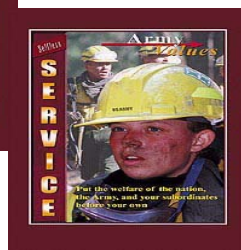
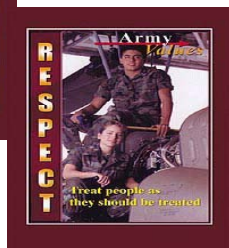
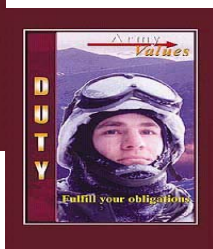
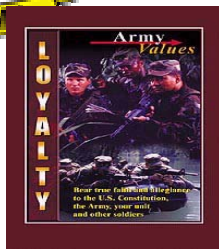
Jobs

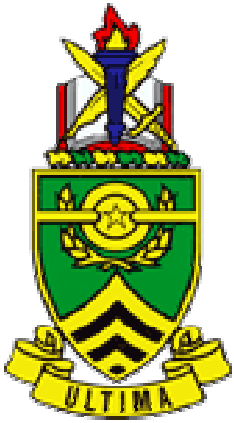
Religion

Gender

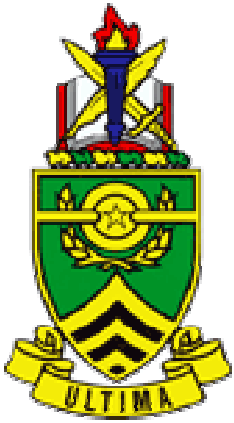


# ARMY VALUES





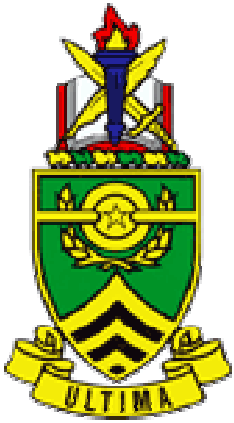
Ethics is putting  
your values into  
action.



# Four Ethical Systems

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- **Character**
- **Deontology**
- **Teleology**
- **Contextual**



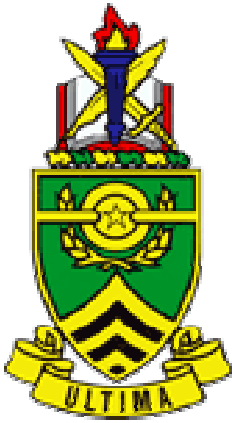
# Grip it and Rip It!

## (Character Ethics)

---



(The immortal words of Ray McAvoy describing the metaphysics of the Golf Swing)

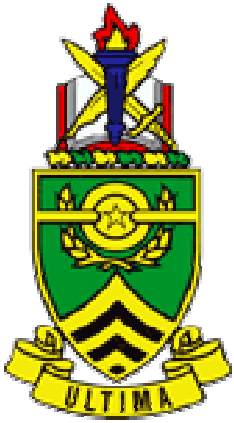


# Character Ethics

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- Deeply ingrained boundaries/ patterns of behavior that you just don't cross.
- They are almost reflex, and they are not quickly changed.
- A Change or Challenge may have adverse affects on the individual.

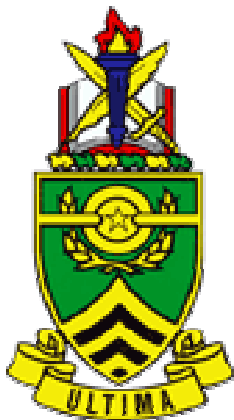




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***“Character is the bedrock on which the whole edifice of leadership rests.”***

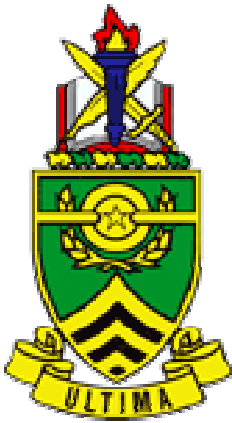
***General Matthew B. Ridgway***



# Casualties of War

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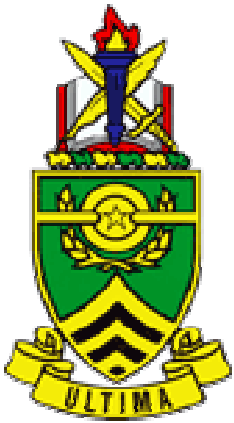
# Grip It and Rip It in Real Time

---

“Everyone is wandering around here saying what the \_\_\_\_\_. I might not be here tomorrow, so what I do doesn’t matter. But I began to think, that I really might not be here tomorrow, so what I do today ultimately matters.”

- PVT Marshall Storeby  
1 Cavalry Division  
Vietnam

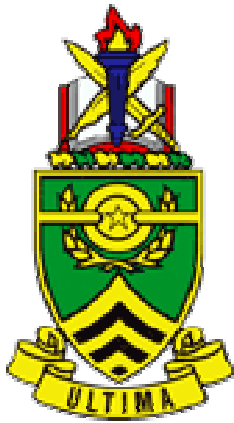




# Character: Mogadishu MP

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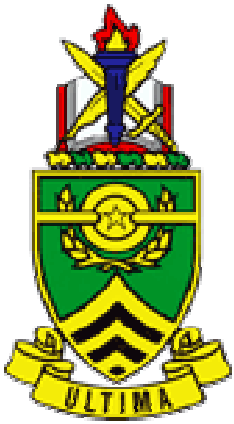




# Deontology

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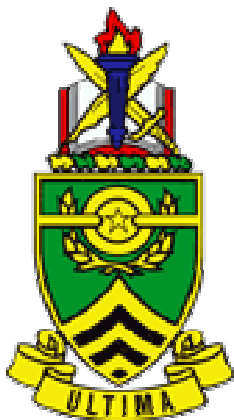
- Dei = Greek, It is necessary
- Decisions and analysis based upon Unchanging Rules or Standards
- Rules/Standards drive all actions
- Appeal to an “Authority”



# Military Deontology

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# Just War

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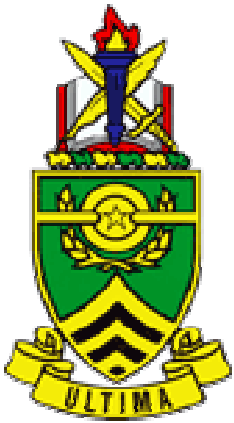
## Jus Ad Bellum

- Just Cause
- Legitimate Authority
- Just Intention
- Proportionality of Ends
- Last Resort
- Reasonable Hope for Success
- The Aim of Peace

## Jus in Bello

- **Proportionality** – the damage caused cannot be greater than the good intended.
- **Discrimination** – the intention to target only combatants and the effort to protect the lives of non-combatants.





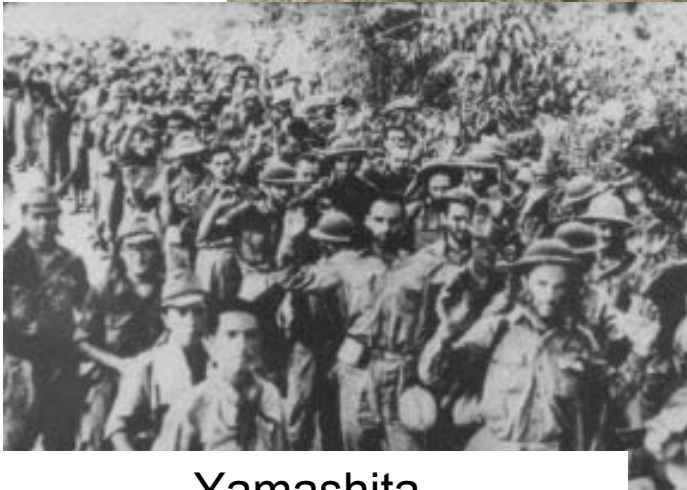
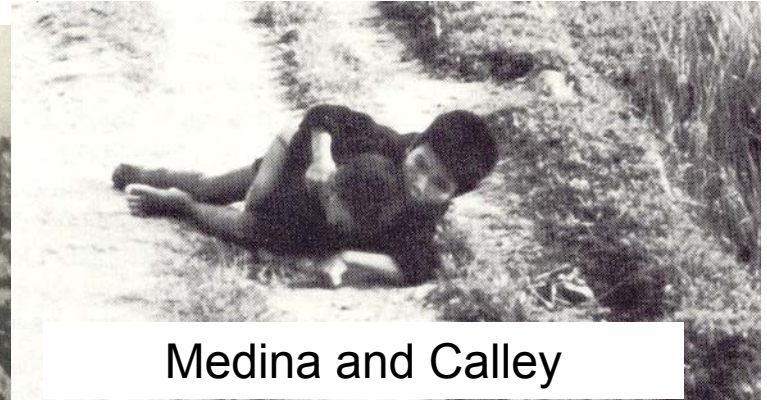
# Historical Deontology

## Command Responsibility

Nuremberg



Medina and Calley

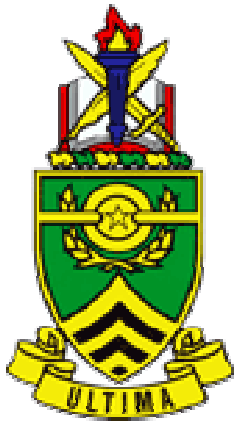


Yamashita



Srbrenica and Kibeho

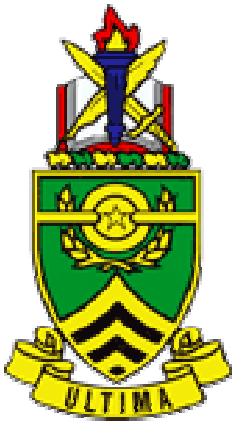




# Teleology

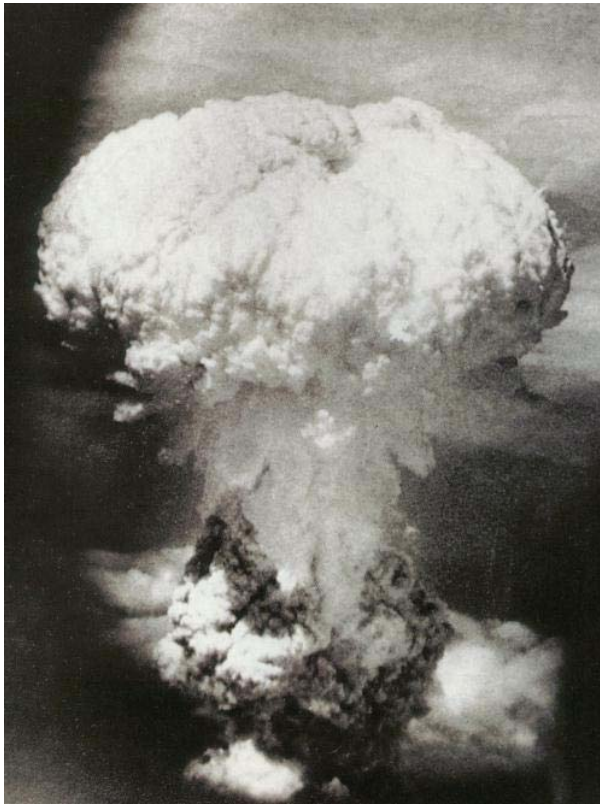
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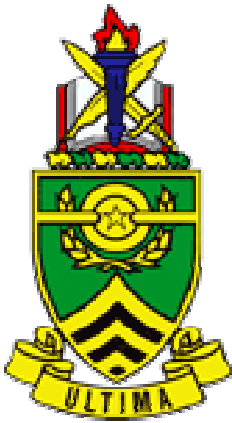
- Telos = End or Final Result
- The end result commands the current course of action.
- The ends justify the means
- If you don't know where you're going, you're sure to get there.



# Telos = Mission First

---





# International Teleology

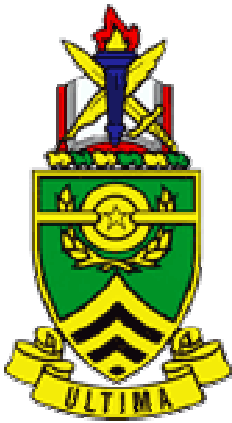
## DIFFERENT VIEWS How others see the military

This cartoon first appeared in The Record of Hackensack, N.J.

MARGULIES  
© 2002 THE RECORD NEW JERSEY  
WWW.NORTHERNJ.COM/IMARGULIES







# Different but Teleology



October 2001

Taliban supreme leader, Mullah Mohammed Omar:

"The situation where we are now, there are two things: either death or victory. To those who are fighting and bombarding us, they should understand the Afghan man is a fighter willing to die for jihad."

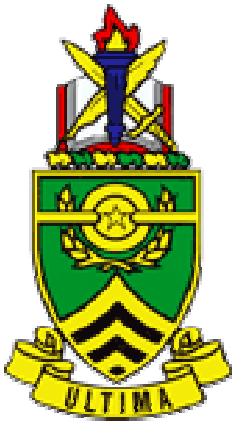


June 1944

General George S. Patton:

"I want you to remember that no bastard ever won a war by dying for his country. He won it by making the other poor dumb bastard die for his country..."

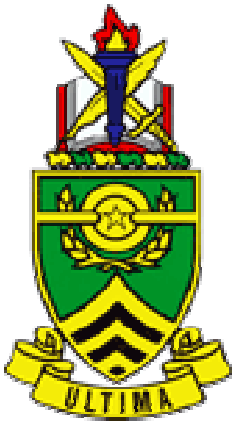




# Motorpool Teleology



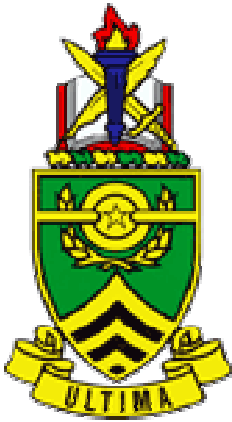
**“I want those stolen doors put on my vehicle by COB, or I’ll start shooting!”**



# Force vs. Civilian Protection

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# Contextual Ethics

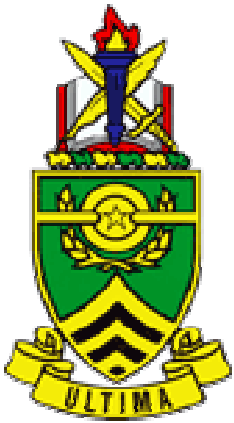
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- Also called situational ethics.
- The situation matters.
- What is the correct thing to do

**Right NOW?**

- Command Initiative.



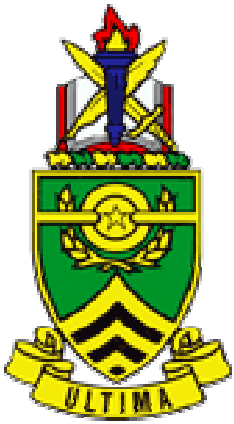


# Failure of Situational Awareness

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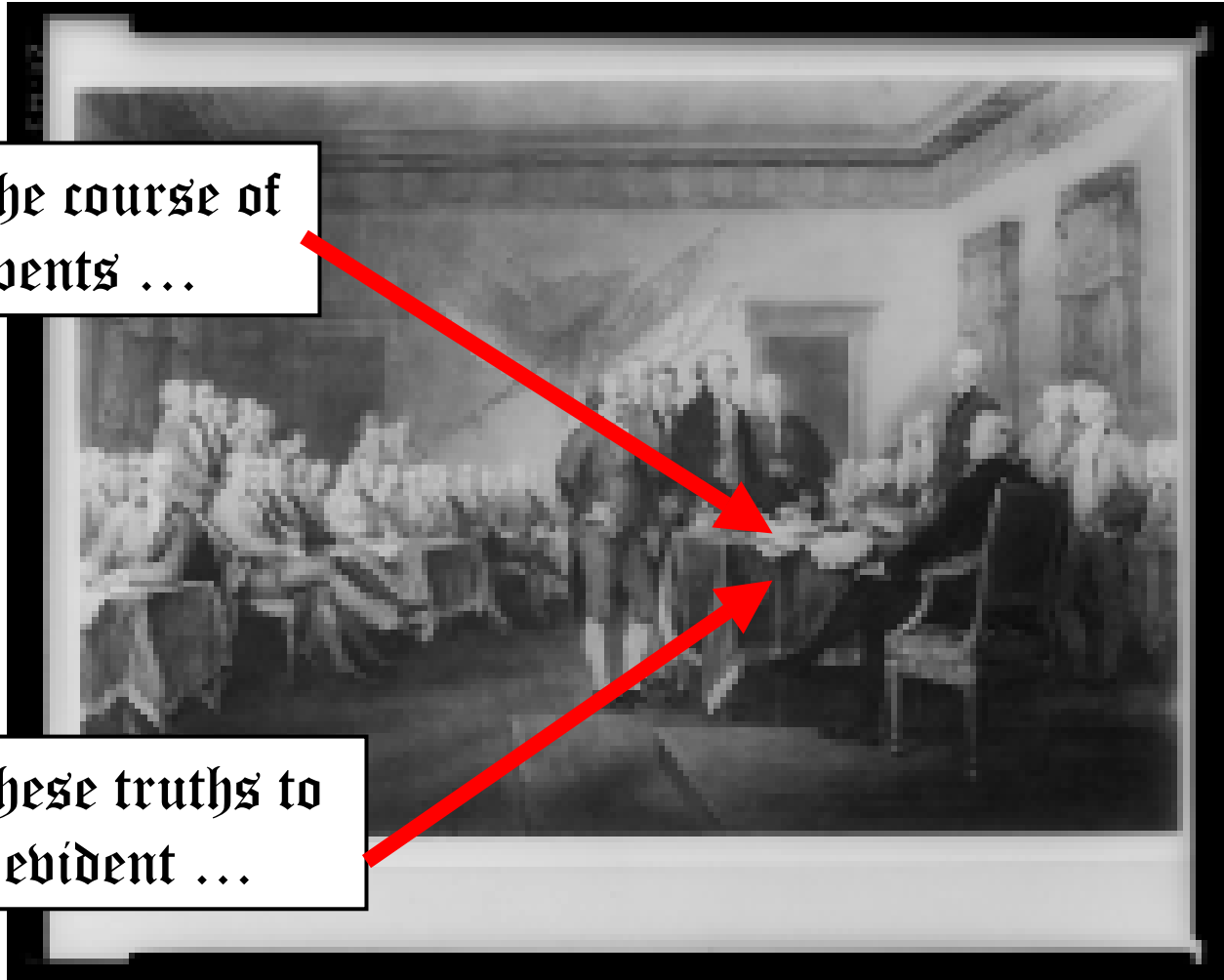


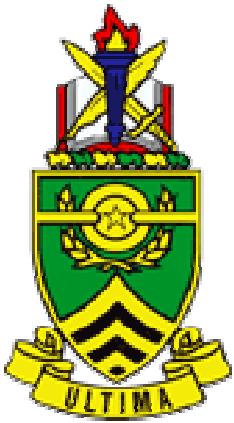
# Declaration of Independence

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Whence in the course of  
human events ...

We hold these truths to  
be self-evident ...





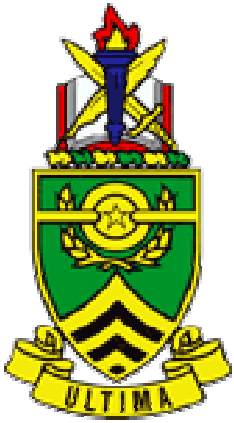
# Contextual Ethics in Real Time



**“The Enemy Has a Vote.”**

**P.S. (So do civilians)**

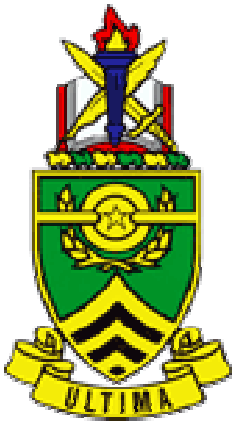




# Ethical Navigation

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# Conflict in Ethical Systems

---

What is:

Deontology

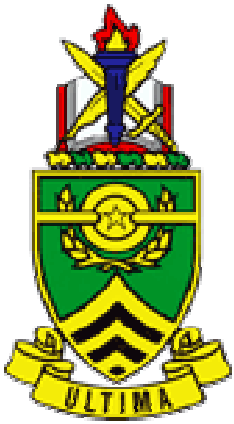
Required?

Appropriate? Teleology

Context

Correct?

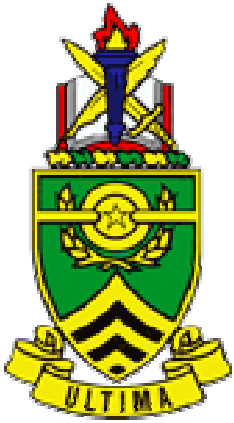
Acceptable? Character



# Army Ethical Decision Process (AEDP)

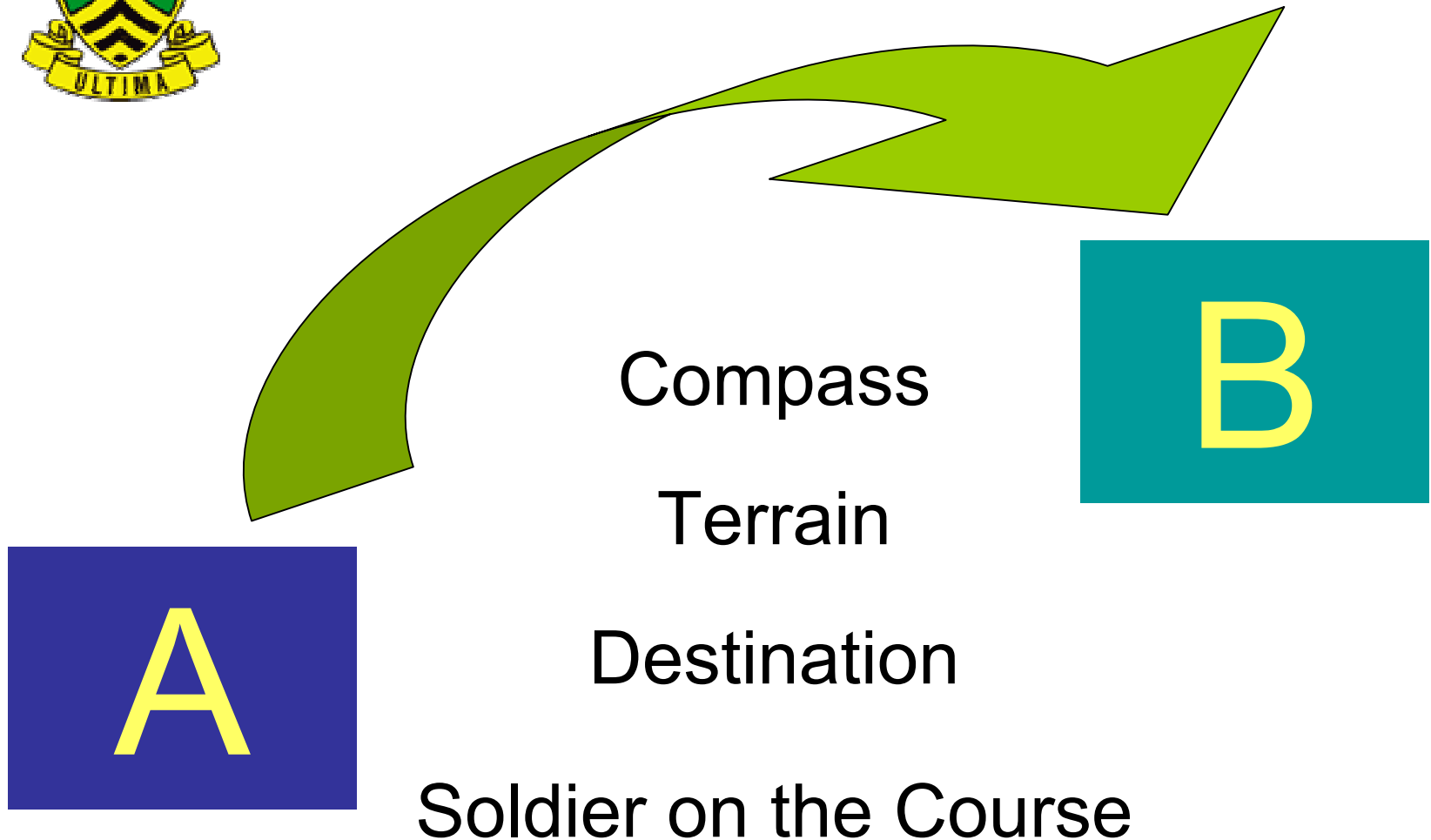
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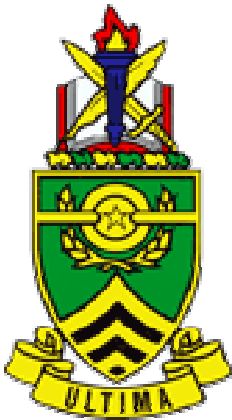
- Define the Problem
- Know the Rules
- Develop and evaluate courses of action
- Choose the best course of action
- Act



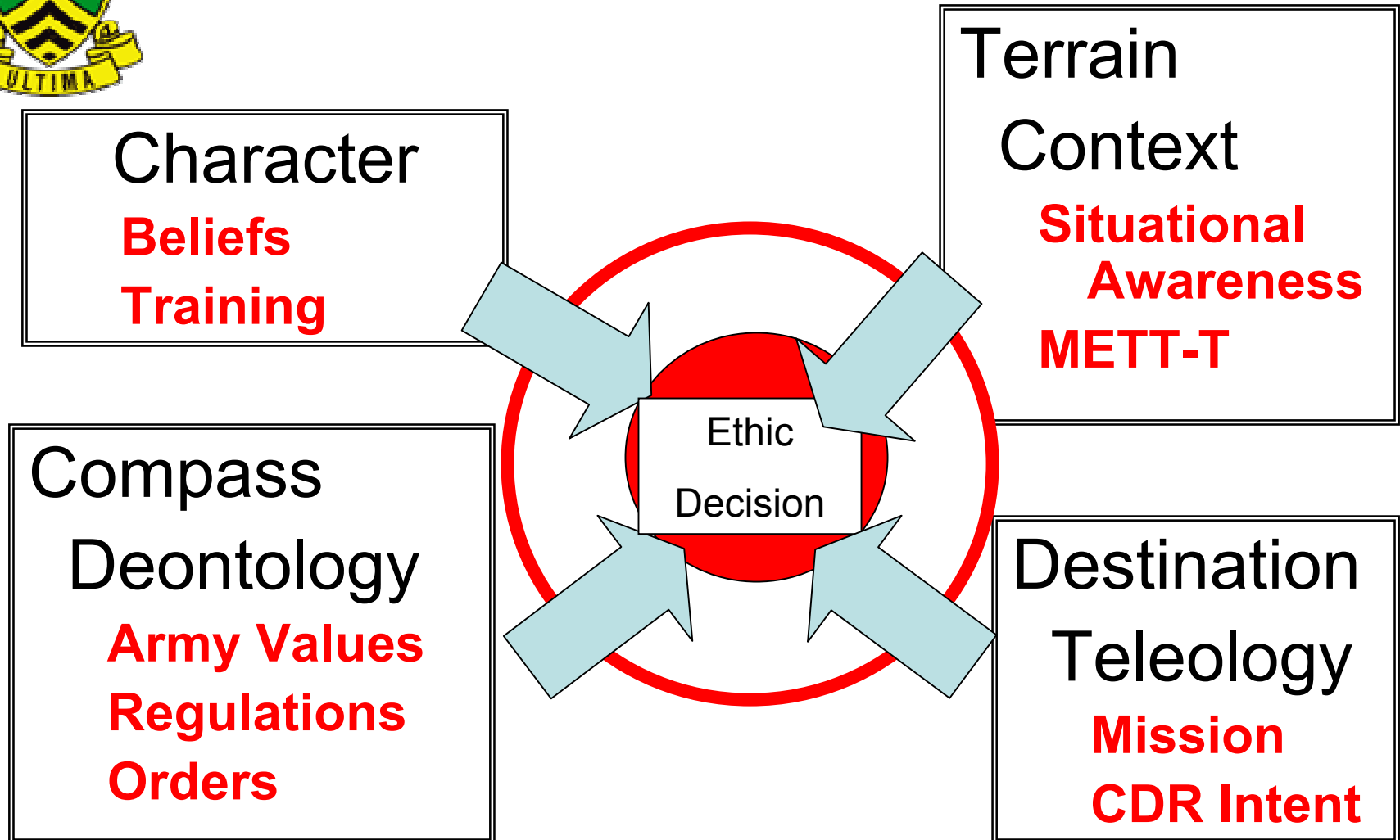
# Land Navigation Model of Ethical Process

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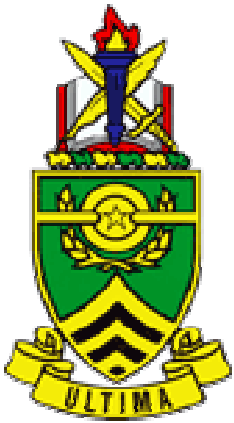




# Land Navigation Ethics





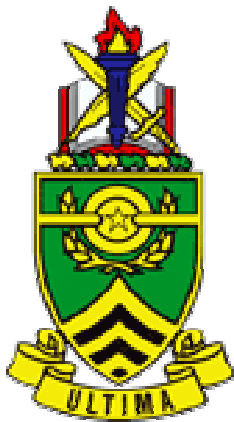


# Land Navigation Ethics in Real Time

---

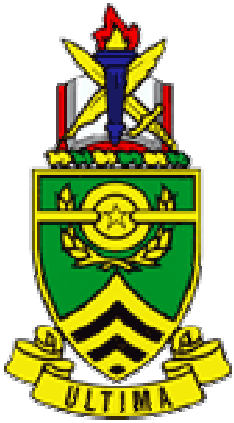






# Kosovo 2000

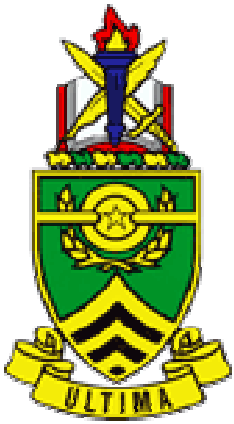




# Command Climate and Guidance

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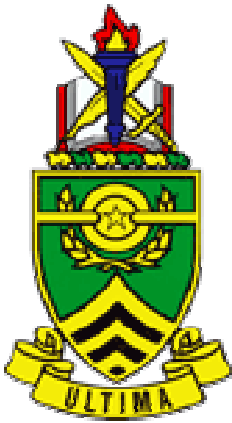
Go Hard or Go Home!



# Command Climate and Guidance

---

This is a volunteer force, and soldiers volunteer to meet our standards. If they should fail to meet our standards, we should thank them for trying, and send them home.



# What are the Issues?

---

## Company Commander

Don't let soldier "get over"  
– Take Care of him and his family

## 1SG

Unwilling Soldier –  
motivate for duty

## Div Psychiatrist

Personality Disorder  
– Can't Treat, Hold  
him accountable, or  
Discharge.

## Soldier

Send Me  
Home – I'm  
Losing It!

## Spouse

Re-enlist

## Battalion Commander

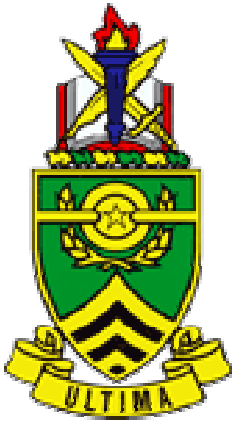
Retrain and allow  
soldier to complete  
deployment – money for  
family

## CSM

Make Him soldier  
– he's done it in  
the past

## Chaplain

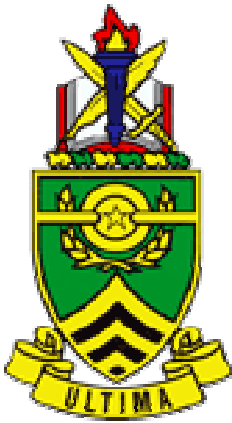
Send him home for  
Treatment and/or  
Discharge



# What are the Ethical Systems?

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- Deontology (Compass)
- Teleology (Destination)
- Context (Terrain)
- Character (Person on the Course)



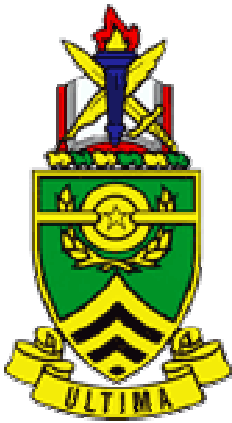
# Deontology/Compass

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1. Command Concern for Soldier, Unit, and Family
2. Medical Procedure
3. Regulations – Counseling, UCMJ.
4. Army Standards
5. Human Life





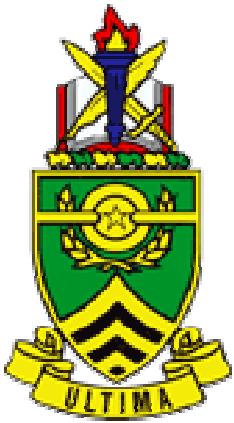


# Teleology/Destination

---



1. Commander's Decision – Family Driven, Security & Future for soldier. Unit Accountability.
2. NCO's Advice – Soldier/Unit Driven – enforce the standard.
3. Chaplain's Advice – Unit driven, Cut Loses
4. Doc's Advice – Soldier driven, What is he capable of?
5. Soldier's desire – Get me out of here! Cry for Help?

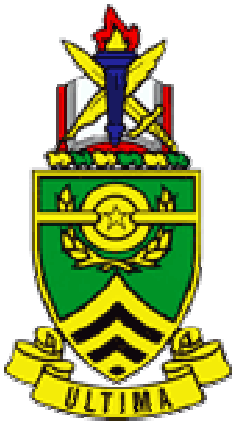


# Context/Terrain

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1. Deployed Unit
2. Unit Pride
3. Family Concerns
4. MOS – Job
5. Diagnosis-Treatment

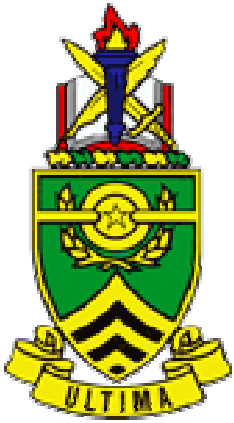




# Character Ethics



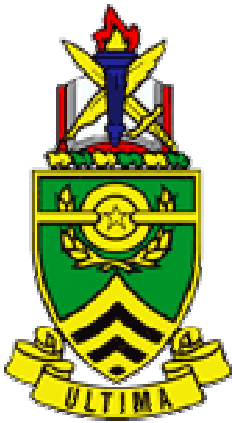
1. Soldier's Condition
2. Personal Criteria –  
What does it mean to  
soldier?
3. What does it mean to  
lead?
4. Unit Loyalty?



# Army Ethical Decision Process (AEDP)

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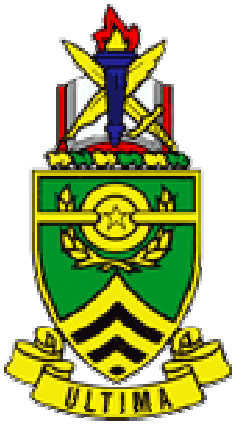
- Define the Problem
- Know the Rules
- Develop and evaluate courses of action
- Choose the best course of action
- Act



# Modified Army Ethical Decision Process (AEDP)

---

- Define the Problem
- Ask the following Questions:
  - What are the rules/principles?
  - What is the destination (endstate/consequences)?
  - What is the context/situation – what's going on/who is affected – what are the effects?
  - What does my conscience tell me?
- Develop and evaluate courses of action
- **Align courses of action**
- Act

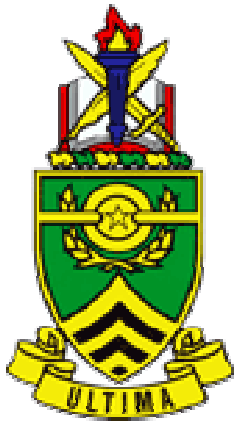


# Land Nav Ethics in Real Time

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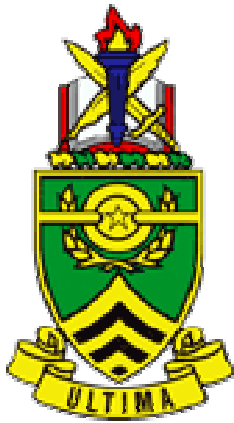




# Summary

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As a leader you are responsible for the actions of your unit, and this includes the ethical standards and processes used to soldier.



# Remember ...

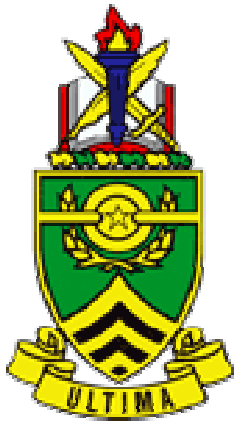
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**Ethics is about  
your:**

- 1. Direction**
- 2. Destination**
- 3. Situation**
- 4. Character**

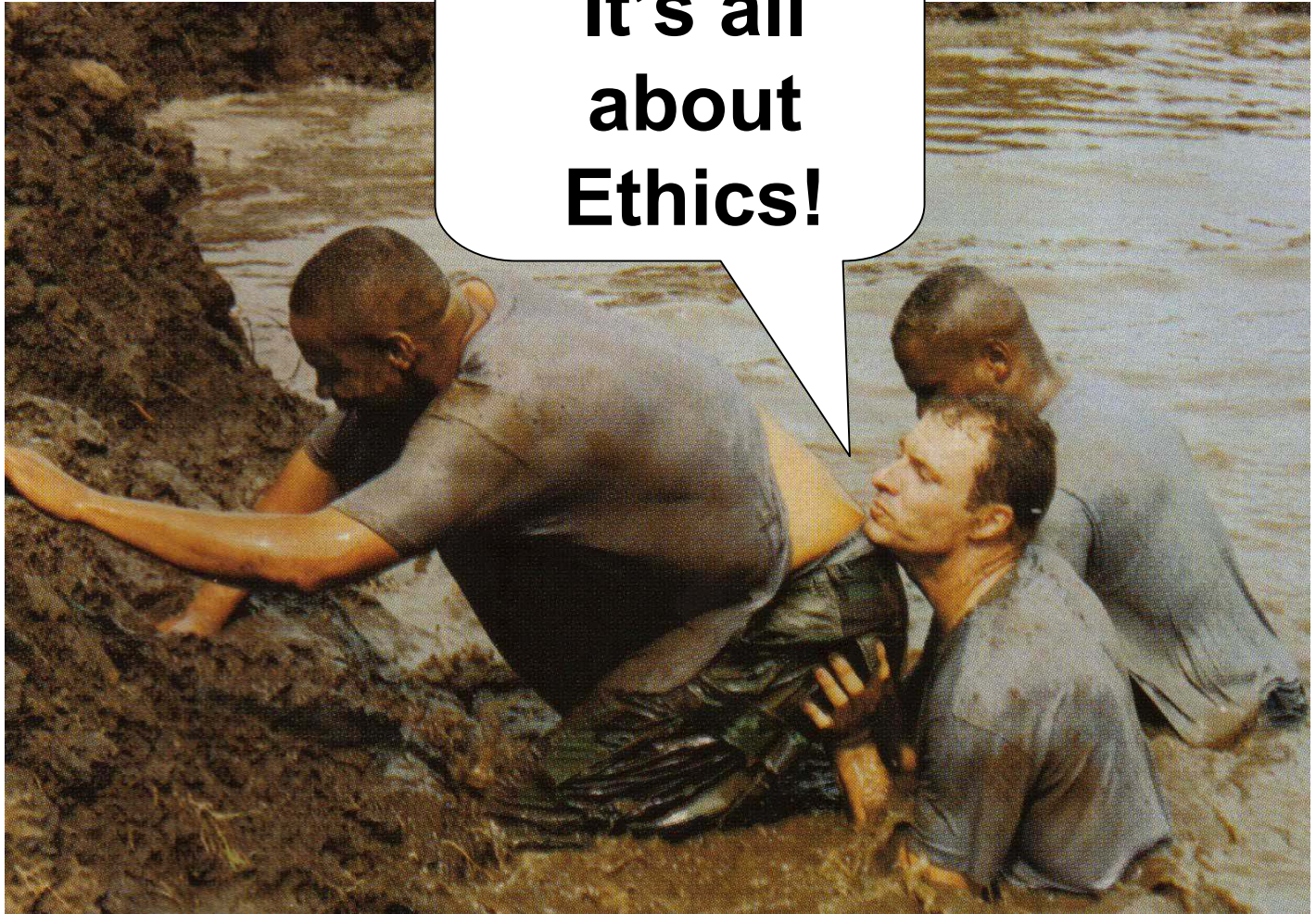


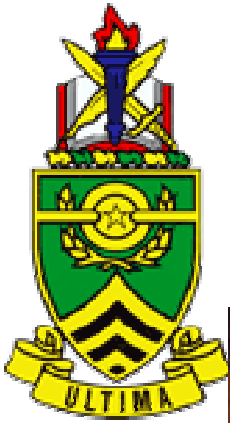




# Remember ...

**It's all  
about  
Ethics!**





**Questions?**